

Reengineering of the Centralized Issuance Unit

CAPSTONE PROJECT

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Mission Statement

The mission of the Centralized Issuance Unit (CIU) is to serve customers who are unable to appear in-person at DMV for their license renewal in the most efficient and secured manner.

Vision

CIU's vision is to create an on-line, one-stop shop for its customers, creating new and improved services, streamlining CIU procedures and ensure all customers are being treated uniformly.

Strengths, Weakness, Opportunities and Threat (SWOT) Analysis

Strengths

- Strong customer service skills
- Convenience for customer
- Email
- Open to Public
- Fax Capabilities
- Out of Country Access
- No fee renewals/military

Weakness

- Set-up of office
- No credit card machine/ability to take payment on phone
- Ability to take electronic signature
- Not all trained employees have access to CIU phone line
- Multiple forms with requesting same information
- Numerous phone calls
- Limited space on MVLS to enter address
- Unfinished transactions
- Cost of postage
- Duplicate handling of paperwork
- Multiple PC's needed to complete license/ID
- Location of fax machine/not receiving faxes
- "Must appear in branch" flyer discontinued
- Too much email communication
- No policies and procedures documented
- Limited staff coverage

SWOT Analysis

Threats

- More email communication
- Possible lay-offs
- Losing knowledge threats
- REAL ID/Select CT ID
- Fraud
- Phone Center not being trained properly
- Phone line out of country going down
- No circulation in the office

Opportunities

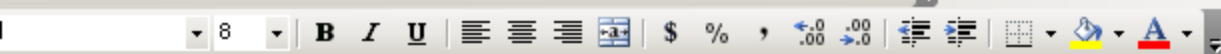
- Train phone center
- Obtain credit card machine (same day service)
- Electronic application (on-Line)/could eliminate return mail – New DMV information system
- Design training tools for phone center
- Give phone center the ability to start a transaction
- Work with prison system to generate one procedure for all inmates
- Postage – how much is being wasted
- Utilizing a third party vendor to collect fees

Goals

- Review and streamline work processes
- Eliminate waste in forms/go paperless when we can
- Provide unit with a standardized procedural and training manual Research alternative methods of payment
- On-Line Processing of transactions
- Ensure unit is in compliance with all Federal and State mandates (e.g. Select CT ID “verified” ID’s)

Scope and Project Plan

- Scope of Project
 - Issuance of License/Identification renewals and duplicates through the mail
- Project Plan
 - Identified Major Activities and related tasks



Sheet1 Sheet2 Sheet3

Review and streamline work processes

- Create workflows
- Determine time to process transactions
- Determining what steps can be eliminated or are repetitive
- Document new workflows
- Elimination of multiple forms that require the same information/revision of forms

Before and After Forms

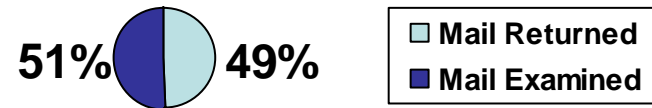


- Elimination of Forms
- 9 forms to 1
- 3 forms to 1 – Military
- Creation of medical form

Mailing Costs (RBA)

- Mail received by CIU
- Almost ½ returned yearly
- Unable to process
- Man-hours annually: 104 hrs./\$5170.00
- Mailing costs (includes postage and processing time) annually: \$2260.00

Mail Examined vs. Mail Returned
2010



Mail Examined vs. Mail Returned
Jan 2011-April 2011



Renewal form (RBA)

- **Revision of Driver License Renewal Form**
 - Current Cost: \$11,800.00
 - Revised Cost: \$3075.00
 - Annual Savings of : \$8725.00
 - Assisting agency in complying with Select CT ID

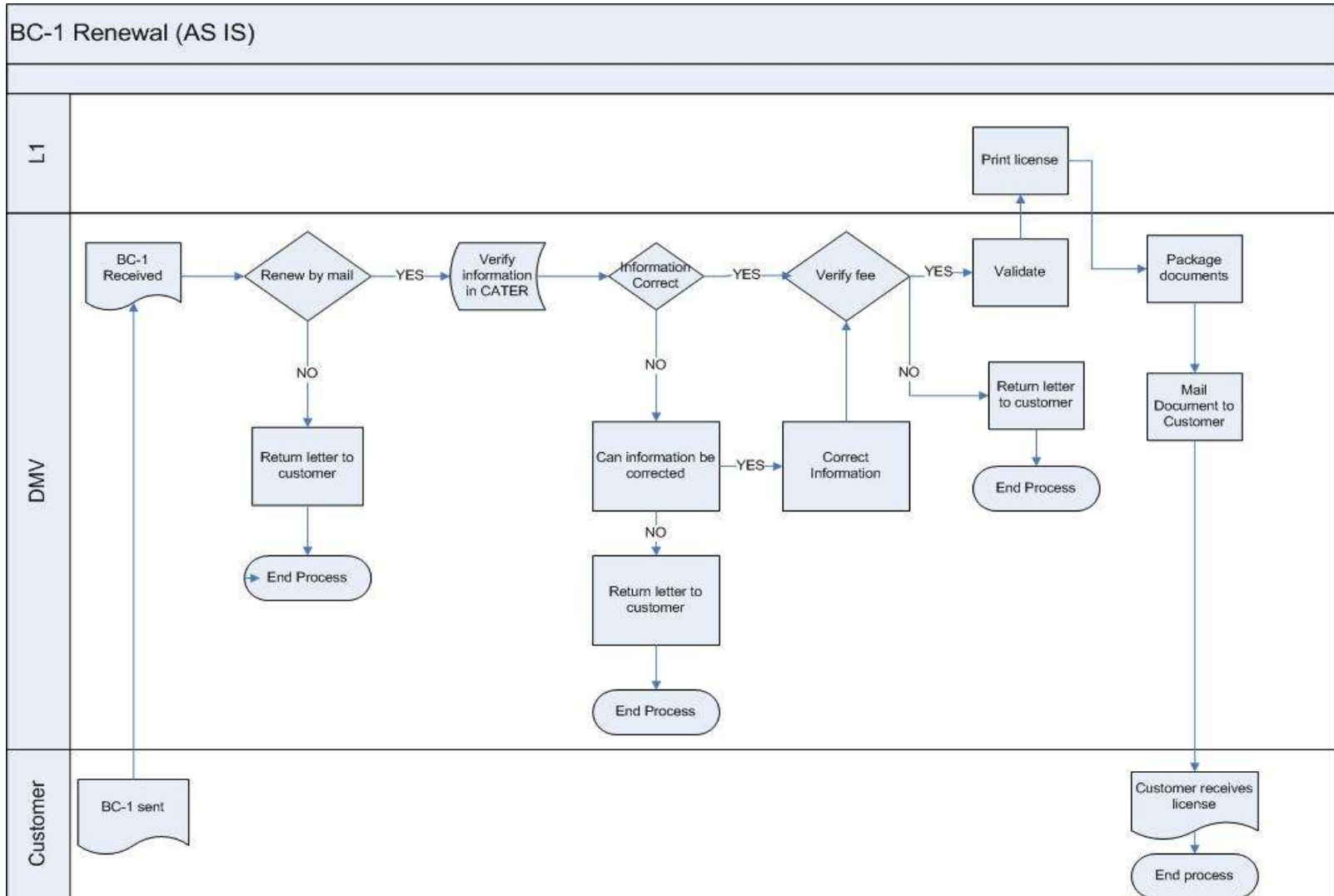
Provide unit with standardized policies and procedures/training manuals

- Utilize revised workflows to document training procedures
- Review statutes and regulations (Federal and State)
- Document policies
- Post manuals and policies on the share drive
- Provide procedures as business rules for CIVLS
- Update Centralized Issuance Web Page

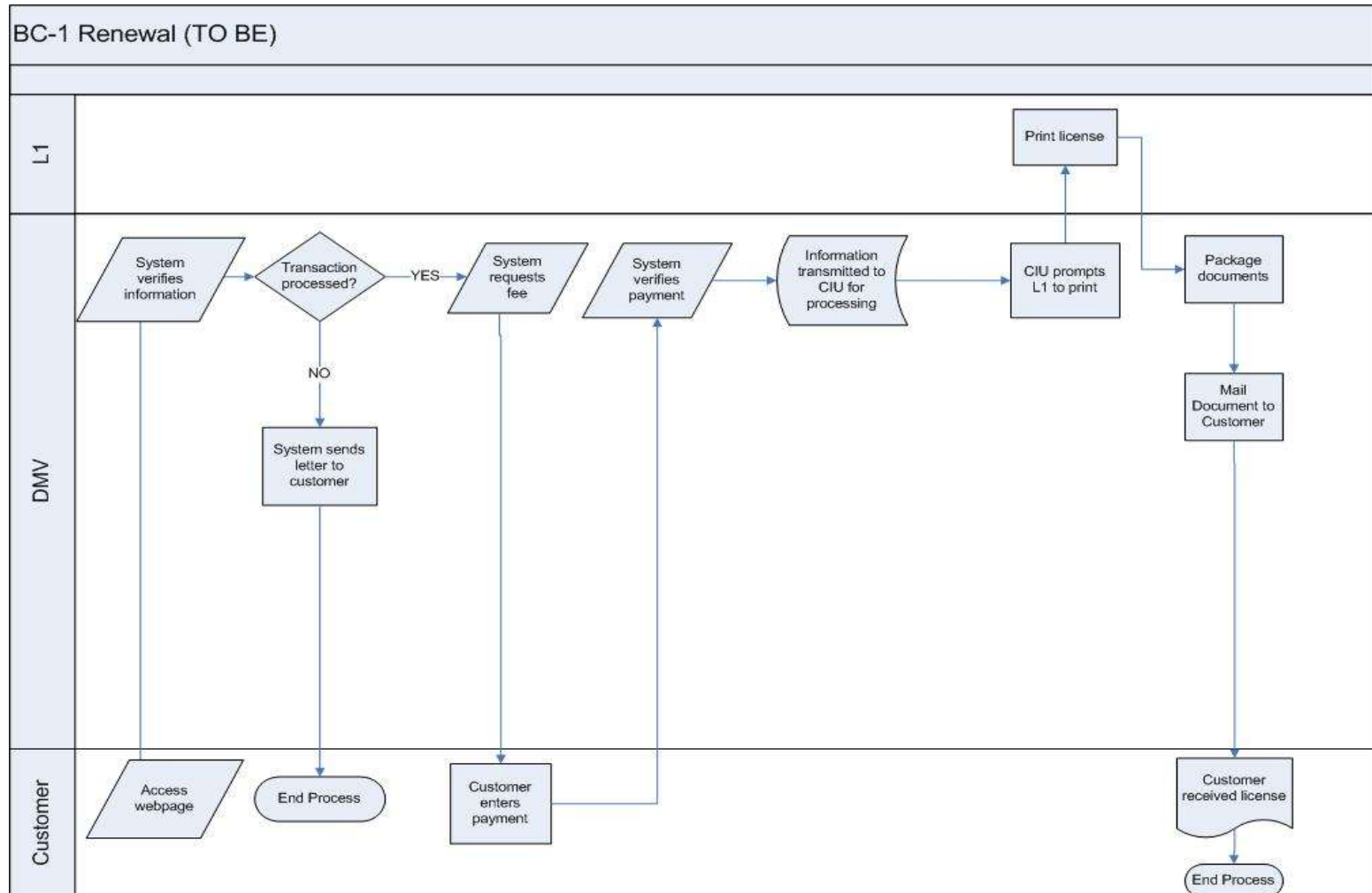
On-Line Processing

- Research/gather information on 3rd party vendor collection/credit card processing (including equipment/costs) – discuss e-payment requirements for CIVLS
- Present alternatives to Fiscal for approval
- Begin process of obtaining equipment for alternative methods of payments
- Train staff on new procedures
- Update Centralized Issuance Webpage

Renewal of CT license (AS IS)



Renewal of a license (TO BE)



Who will benefit?

- Individuals located out of state/country
- Incarcerated individuals
- Military personnel
- Tax payers
- Future benefits: All individuals wanted to renew their DL license/ID card through the mail (Select CT ID customers)

Thank You!